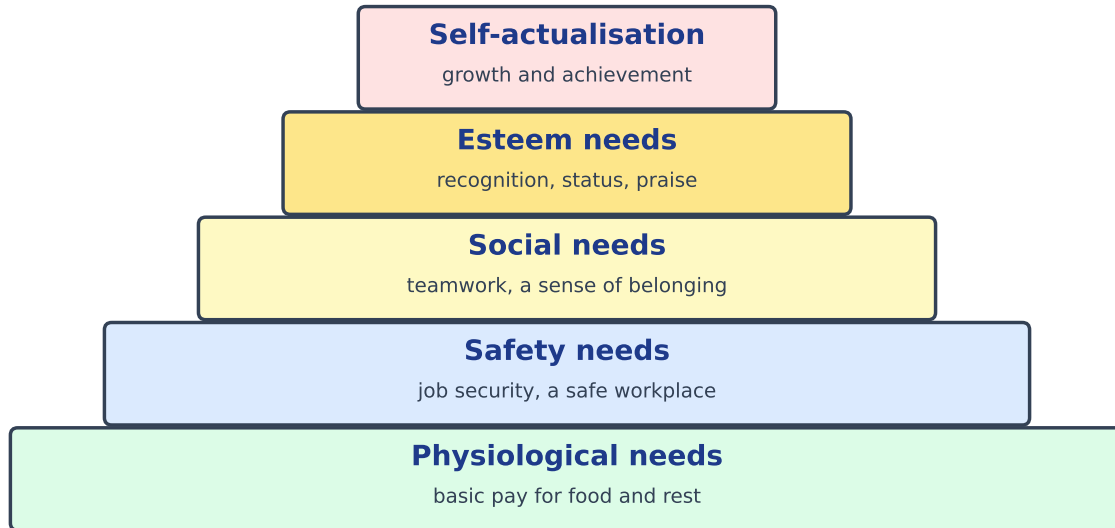


# People in business

## IGCSE Business Studies

### Why motivation matters



*Maslow's hierarchy of needs, with workplace examples at each level.*

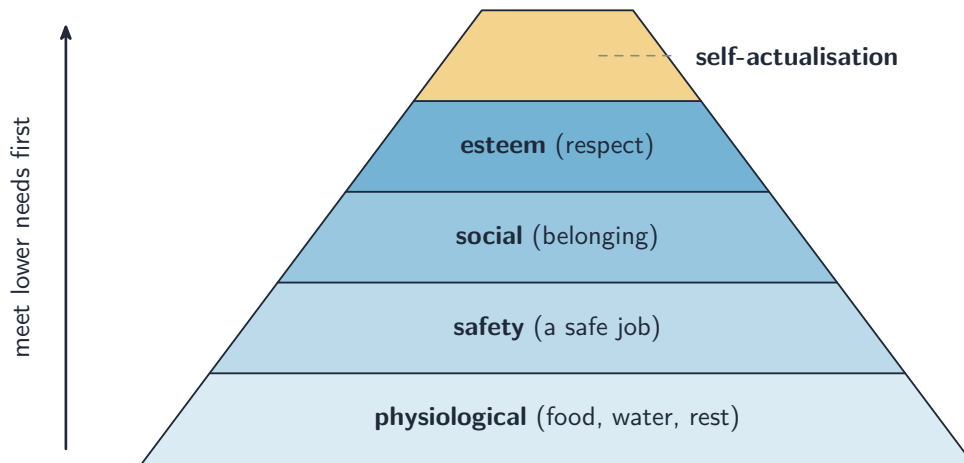
**Motivation** 激励 is the drive that makes people want to work hard. A well-motivated **workforce** 员工队伍—all the **employees** 员工 in a business—brings real benefits:

- higher **productivity** 生产率—each worker produces more,
- lower **absenteeism** 缺勤—fewer workers stay away from work,
- lower **labour turnover** 员工流动率—fewer workers leave, so the business spends less time and money hiring and training new staff.

### Motivation theories

Three thinkers explain what makes workers work hard.

Thinker	Main idea
<b>Taylor</b>	Workers are mainly motivated by pay. Pay them more for more work (piece rate) and they work harder.
<b>Maslow</b>	People have a <b>hierarchy of needs</b> 需求层次: five levels, from basic pay and safety up to respect and reaching your full potential. You must meet the lower needs before the higher ones can motivate.
<b>Herzberg</b>	Two groups of factors. <b>Hygiene factors</b> 保健因素 (pay, conditions, rules) do not motivate, but poor ones cause unhappiness. <b>Motivators</b> 激励因素 (achievement and responsibility) truly drive people to work harder.



*Maslow's hierarchy: people meet lower needs before higher ones*

## Financial methods of motivation

These reward workers with money.

Method	What it means
<b>wage</b> 工资	regular pay, often by the hour or week
<b>time rate</b> 计时工资	pay for each hour worked
<b>piece rate</b> 计件工资	pay for each item made
<b>salary</b> 薪金	a fixed yearly amount, paid monthly
<b>commission</b> 佣金	pay based on how much you sell
<b>bonus</b> 奖金	an extra payment for good work
<b>profit sharing</b> 利润分享	workers get a share of the company's profit
<b>fringe benefits</b> 额外福利	extras like a company car, free meals or health care

## Non-financial methods of motivation

These motivate without extra money.

- **job rotation** 工作轮换—workers switch between different tasks, so work is less boring.
- **job enlargement** 工作扩大化—adding more tasks at the same level.
- **job enrichment** 工作丰富化—giving more challenging tasks and more responsibility.
- **autonomy** 自主权—letting workers make some of their own decisions.
- **teamworking** 团队合作—working in small groups.
- **training** 培训 and chances for **promotion** 晋升—helping workers improve and move up.

# Organisation and management



*Managers organise and lead the workforce so the business meets its objectives.*

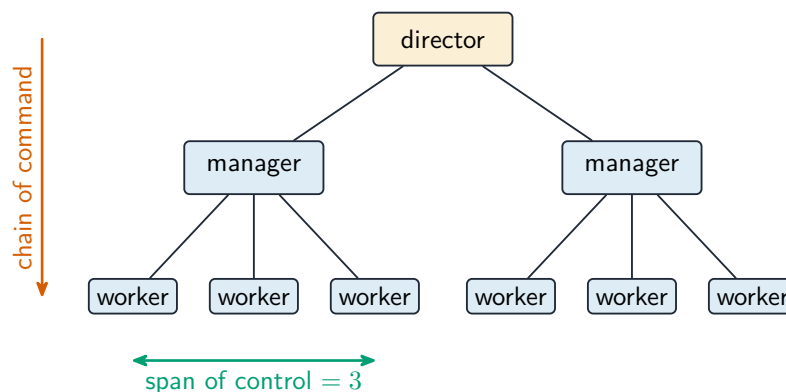
Image: Foreign and Commonwealth Office, OGL v1.0 (commons.wikimedia.org)

## Organisational charts

An **organisational chart** 组织结构图 is a diagram that shows how a business is organised—who reports to whom. It shows several ideas:

- **hierarchy** 层级—the levels of staff, from the top down.
- **chain of command** 指挥链—the line along which orders pass down from managers to workers.
- **span of control** 管理幅度—the number of **subordinates** 下属 (people directly below) that one manager controls.
- **delayering** 扁平化—removing one or more levels to cut costs and speed up messages.

A long chain of command (a "tall" structure) slows messages down. A wide span of control gives one manager many people to watch.



*An organisation chart shows the chain of command and each manager's span of control*

## Functions of management

The five main jobs (functions) of **management** 管理 are:

- **planning** 计划—setting aims and deciding how to reach them,
- **organising** 组织—arranging people and resources,
- **coordinating** 协调—making different parts work together,
- **commanding** 指挥—giving instructions and guiding staff,
- **controlling** 控制—checking that targets are met.

## Leadership styles

A **leadership style** 领导风格 is the way a manager leads people.

Style	How it works	Best when
<b>autocratic</b> 专制型	the leader decides alone and gives orders	a crisis, or with new and untrained staff
<b>democratic</b> 民主型	the leader asks staff for ideas before deciding	staff are skilled and want a say
<b>laissez-faire</b> 放任型	the leader sets goals, then lets staff work freely	creative, expert teams

## Trade unions

A **trade union** 工会 is a group of workers who join together to protect their shared interests. A union can bargain for better pay and conditions, support a worker in a dispute, and push for safer work.

## Recruitment, selection and training



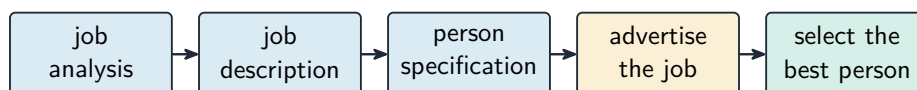
*A business must recruit, train and motivate enough people with the right skills.*

Image: Alan D Cirker, CC BY 3.0 (commons.wikimedia.org)

## The recruitment process

**Recruitment** 招聘 is finding and attracting people to apply for a job. **Selection** 选拔 is choosing the best person from those who apply. The process starts with three documents:

- **job analysis** 工作分析—studying what the job involves,
- **job description** 工作描述—a list of the duties and tasks of the job,
- **person specification** 人员规格—the skills, qualities and qualifications the right person needs.



*The steps of recruitment and selection, from analysing the job to choosing the best person*

## Internal and external recruitment

- **Internal recruitment** 内部招聘 fills the job with someone already in the business. It is cheaper and quicker, and the person is already known, but it brings in no new ideas.
- **External recruitment** 外部招聘 fills the job from outside. It brings new ideas and skills, but it costs more and takes longer.

Common selection methods include the **application form** 申请表, the **CV** 简历 (a short summary of a person's education and work history), the **interview** 面试, and skills **tests** 测试.

## Training

Training improves workers' skills. There are three main types.

- **induction training** 入职培训—given to new workers, to learn about the business and their role.
- **on-the-job training** 在职培训—learning while doing the job, beside an experienced worker.
- **off-the-job training** 脱产培训—learning away from the workplace, for example at a college.

Type	Benefits	Limitations
on-the-job	cheap; uses real tasks	the trainer stops their own work; bad habits can pass on
off-the-job	expert teaching; no work distractions	costs more; the skills may not fit the exact job

## Reducing the workforce

Sometimes a business must cut staff numbers.

- **Redundancy** 裁员—the job is no longer needed, for example because a machine now does it. It is not the worker's fault.

- **Dismissal** 解雇—the worker is removed for a good reason, such as breaking rules or poor work.

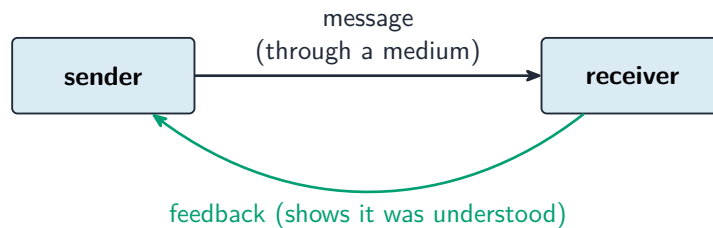
Most countries have **employment laws** 劳动法 that protect workers. They cover a fair **contract of employment** 雇佣合同, safe conditions, fair pay, and protection from being sacked unfairly.

## Communication

### Why communication matters

Good **communication** 沟通 means information is sent, received and understood correctly. It helps workers know what to do, cuts mistakes, and makes people feel valued.

The communication process has five parts: a **sender** 发送者, a **message** 信息, a **medium** 媒介 (the way it is sent), a **receiver** 接收者, and **feedback** 反馈 (the receiver's reply, which shows the message was understood).



*The message flows from sender to receiver, and feedback confirms it was understood*

### Types of communication

- **One-way communication** 单向沟通—information flows in one direction only, with no reply (for example, a public notice).
- **Two-way communication** 双向沟通—the receiver can reply and give feedback. It is usually better, because it checks understanding.
- **Internal communication** 内部沟通—between people inside the business.
- **External communication** 外部沟通—between the business and outside people, like **customers** 顾客 or **suppliers** 供应商.

### Barriers to communication

A **communication barrier** 沟通障碍 is anything that stops a message getting through clearly. Common barriers include:

- a message that is too long or unclear,
- a poor medium, such as a weak phone line,
- language differences between sender and receiver,
- a receiver who is not paying attention.

To reduce barriers: keep messages short and clear, choose the right medium, and ask for feedback to check the message was understood.